



City of Rochester

City Hall Room 307A
30 Church Street
Rochester, New York
14614-1290



Robert J. Duffy
Mayor

It's about results. This is the theme of my 2007 State of the City Address and I expect my Administration to be judged by our performance. As I enter my second year as Mayor, my vision for Rochester remains the same: to become "One City." A city built on hope, unity and commitment. You will be the ultimate judge of our success. We will be measured by the results we produce.

Rochester has a history laced with results-oriented leaders and reformers who embodied this vision of hope, unity and commitment. Two of the most prominent—whose legacies continue today—were Frederick Douglass and Susan B. Anthony. These two leaders focused on the fundamentals, fought for justice and produced results. It is only fitting that we have a lasting memorial to their accomplishments. We will be seeking state legislation to name our new bridge over I-490 downtown, the "Frederick Douglass – Susan B. Anthony Memorial Bridge."

Successful results will be measured when all of Rochester's citizens and visitors can walk outside, look around and see and sense a change for the better. Our Teams will work tirelessly to ensure that our families are safer, their neighborhoods are cleaner and more livable, their streets are repaired, plowed and paved. I want results that people can see, hear and feel.

It's also about the fundamentals of providing great customer service and having an open and responsive government that respects and serves its citizens. And it's about focus. We need to concentrate on the fundamentals that will guarantee success. We must zero in on the ideas that will make Rochester the best mid-sized city in America.

We cannot confuse activity and busy work with results. We must focus on the fundamentals and—like Frederick Douglass and Susan B. Anthony—produce results. This report outlines some of the results that we achieved in 2006 and our goals for 2007 to improve public safety, education, economic development and customer satisfaction. Please take a minute to review our objectives and then judge our performance based on the results we produce.

Sincerely,

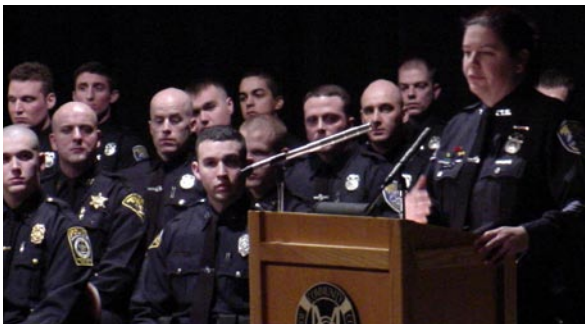
Robert J. Duffy, Mayor

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—Mayor Robert J. Duffy

2006 PUBLIC SAFETY

- We instituted a **pilot citywide curfew** program, running through fall of 2007. Youth who are 16 and under must be off the streets from 11:00 p.m. to 5:00 a.m. on school nights, and midnight to 5:00 a.m. on weekends. We are seeing positive responses from neighbors.



- Our **Police recruitment and hiring process** was streamlined from two years down to seven months so we get officers trained and on the streets quicker.
- Police Chief David Moore has reorganized assignments and **put 50 more officers on the streets.**
- Even though we were faced with a budget gap, priorities were reordered and **twenty new police officers** were added to the force.
- We initiated the **Center for Public Safety Initiatives**, in partnership with RIT and Dr. John Klofas, to design and implement effective crime control strategies.

- We began implementing a “**24/7 street visibility**” program using City staff and marked equipment to reduce rates of crime in our neighborhoods.

- Our new **Office of Public Integrity**, headed by former FBI Special Agent Richard Vega, investigates reports of fraud, corruption, waste and abuse. It provides ethics education for all City Departments and employees.



- Public safety and recreational enjoyment of our natural resources is a quality of life issue. We reopened **Durand–Eastman Beach** on Lake Ontario to the public for safe and legal swimming for the first time in 40 years.
- We launched our Rochester Fire Department **Firefighter recruitment campaign** to increase diversity in the ranks.



Prepare for your next
greatest
accomplishment.

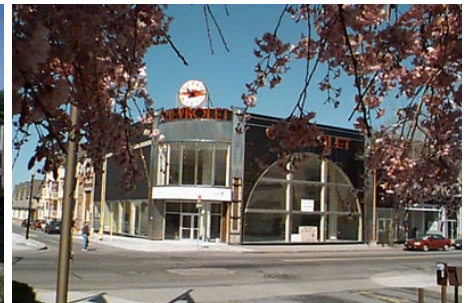
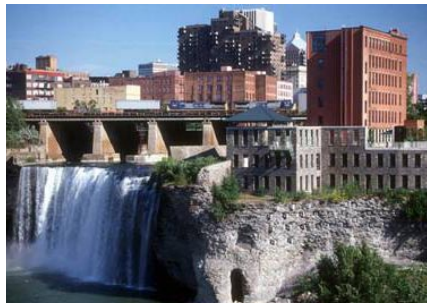
2006 ECONOMIC DEVELOPMENT



- Thanks to our State Assembly Delegation, we secured \$12 million in State funding to reconstruct the **South Avenue Garage**. We also instituted an aggressive inspection regiment for all City parking facilities.
- We implemented revised policies related to **lead paint inspection** and have one of the most proactive and innovative programs in the nation to combat the dangers of childhood lead poisoning.
- We have redesigned the “**Certificate of Use**” program to ease both the burden on the city’s small businesses and ensure that the City has the tools to close down illegal businesses more quickly.
- We launched an aggressive **demolition campaign** to eliminate a backlog of 450 vacant, unsalvageable buildings in just 18 months.
- We applied for and received a \$2.3 million “**Restore New York**” grant to expand our demolition program with the ultimate goal of rebuilding our housing and commercial stock and repopulating our neighborhoods.
- Our Community Development Department facilitated \$16 million for a vigorous **neighborhood housing revitalization** campaign over the next three years. We are going to provide opportunities for affordable home ownership.
- We have a responsibility to help provide good quality **affordable housing**. That is why we completed projects like the Olean/Kennedy and Cuba Place developments.



- To increase awareness of available city homes, Channel “One City 12,” airs the program “**Your New Home**,” showcasing refurbished city properties.





- Our goal is to change the business culture in the City of Rochester. The Mayor and Economic Development Commissioner Carlos Carballada are **meeting with business owners** weekly, one-on-one, to see how we can better serve their needs to help retain our businesses.

- We are aggressively pursuing **market rate housing** in downtown and had great success in Corn Hill Landing, Chevy Place and the Sagamore. The Artcraft housing project is now on-line, and we are moving forward with Brooks Landing and the Charlotte Square projects.



- We launched an account representative system for investors, with an eye on **streamlining the development process**. An Economic Development specialist acts as a central point of contact for companies using our services.



2006 EDUCATION

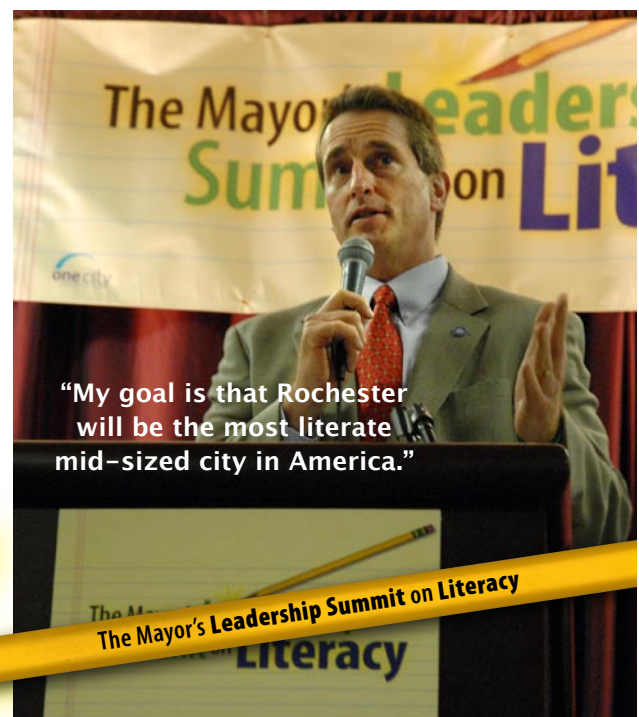


- We created “**Summer of Opportunity**” in conjunction with area businesses to provide jobs to our youth. Together, we provided 550 summer jobs to city youth and job-ready training to a total of 639. We also instituted a “sustainability program” component, where a number of companies employed these young adults part-time through the summer.

Summer of Opportunity

- We started an assertive **anti-truancy campaign** to help keep children in their seats in the classroom.
- We conducted an extremely successful **Mayor’s Leadership Summit on Literacy**. Literacy is absolutely vital to the very survival of our children and our community. In addition, adults that learn to read can find better jobs and better support their families.

- We continued the city’s **Youth Voice–One Vision program**, supported by Nazareth College and the Metro Council for Teen Potential. It encourages youths to create partnerships and builds skills through civic involvement activities.



2006 CUSTOMER SERVICE

- Through “Rockin’ in Rochester”, we provided a wide range of **entertainment** choices throughout the year to our residents and community members. Other efforts include:

- Kicked up “Jazz Fest”
- Brought Music Fest back to local promoters
- Continued the “River of Light Show”
- “Party in the Park”
- Celebrated “River Romance” with activities all along the Genesee River, including a regional Regatta
- Launched “Holiday Memories Downtown,” the first coordinated effort since 2001

- We instituted the highly successful **“Rochester Clean Sweep”** and the response was overwhelming. In April, May and October of this year, over a period of eight weeks, more than 5,000 volunteers turned out to clean up our city. One-third came from suburban communities and adjoining counties.

- We also implemented **“Operation Cool Sweep.”** City Fire, Recreation and Environmental Services Departments opened hydrants to cool off kids on hot days, and provide relief to residents with limited access to swimming facilities.

- Together with St. John Fisher College we initiated the **Mayor’s Office of Volunteer Engagement – MOVE**. This is a public and private enterprise aimed at sustaining our volunteerism efforts.



- **“City Hall on the Road”** is underway. The Mayor and senior staff literally take City Hall into the neighborhoods.

- We implemented **“Rochester By the Numbers”** so we can provide a greater degree of accountability and improve customer service in the process, adding to our rebirth through self improvement.



2007 PUBLIC SAFETY



- Bolster our police force by **adding 20 new positions**. Ten of those will be sworn officers. The other ten will pick up duties to allow more uniformed officers to patrol neighborhoods
- Continue to enforce and evaluate the effectiveness of the **pilot curfew for youth 16 and under** through the Fall of this year.
- Expand the roll-out of the **24/7 street visibility program** using City departmental staff to reduce rates of violent crime in our most at-risk neighborhoods.
- Continue **increased foot and bike patrols** within the Inner Loop and in target neighborhoods to increase safety and visibility.
- **Carbon monoxide detectors** will be provided to city residents who need them.
- Progress toward a June reopening of **Durand-Eastman Beach**, with support from Monroe County. And, bus service will be provided from Downtown.
- Continue to pursue and investigate any allegations of impropriety among our employees, vendors and service delivery partners, by the **Office of Public Integrity**.
- Expand our **Emergency Training and Information Network (ETIN)**.



2007 EDUCATION



- Continue to execute and evaluate the effectiveness of the City **anti-truancy policy** with the RCSD, to increase student attendance.
- Through the **Education Leadership Council**, focus on strategies that improve graduation rates.
- Implement Phase 2 of a community-wide campaign to increase **literacy for adults and at-risk students**.
- Expand the **“Summer of Opportunity”** effort to employ up to 800 city youth in the coming season.

2007 ECONOMIC DEVELOPMENT



- Complete closing of **ferry sale** with a new buyer.
- Oversee reconstruction of the **South Avenue Garage**, demolish the Helix core and prepare the site for new construction of residential/commercial development, as well as, **reopen the Stone St. side of the garage**.
- Continue to assess options for long-term provision of **water services to city customers** and negotiate with Monroe County Water Authority on renewal of our contract.
- Continue our **aggressive demolition schedule** of vacant, abandoned and dangerous properties to eliminate the backlog by June.
- Continue to aggressively pursue **good paying jobs** for our area, like:
 - Carestream Health Corporation (800 jobs retained; 500 new jobs)
 - Animatics Corporation (20 new jobs)
 - NuKote Incorporated (100 new jobs)
 - Delphi Corporation (1,675 jobs retained)
 - ET Precision Optics (15 new jobs)
 - Gleason Corporation (625 jobs retained)
 - Peko Precision Products (380 jobs retained; 75 new jobs)
- Implement revised policies related to **lead paint inspection, Certificate of Use and code enforcement** that better reflect our priority to help property owners and tenants maintain the value and condition of their parcels.
- Prepare for site development to begin at the **Harbor Project in Charlotte**.
- Pursue the best possible use for the **Midtown Plaza and Sibley parcels**.
- Negotiate a new deal and competitive leases for **Blue Cross Arena** to keep our local teams here.



2007 CUSTOMER SERVICE



- Guided by Lionel Bittner, our new **Chief Information Officer**, update the City's information technology systems, and institute the latest cost-effective technologies to better serve the public.



- Conduct an area-wide **survey on customer satisfaction**.
- Report to the community on "**Rochester By the Numbers**" and define our priority measures.

- By year's end, implement a **311/One Call to City Hall** system to improve access to and responsiveness of City staff.
- Continue to collaborate with the County on measures to **consolidate services**.
- Conduct a **Spring Clean Sweep** campaign in four city quadrants.
- Continue "**Operation Cool Sweep**," during the Summer months.
- Grow the **Jazz Festival** and other entertainment venues as part of the "**Rockin in Rochester**," effort.



HELP GET ROCHESTER A FAIR SHARE



It's About Results and Accountability

For the last two years we have fought hard to get Rochester its fair share of state aid. On a per capita basis, we lag far behind our deserving sister cities, Buffalo and Syracuse. We all face the same problems. So, this is not about competition between our cities. It is like having three workers doing the exact same job, with the exact same demands, and being paid different wages.

Last year, our Assembly and Senate Delegations delivered, and we narrowed the gap. This year, Governor Spitzer recognized the problem and provided us with a proposed increase. But we still have a long way to go. For every citizen, Buffalo receives \$160 more than Rochester, and for every citizen, Syracuse receives \$98 more than Rochester.

The community has rallied behind us by forming the "Fair Share Coalition." This group consists of 29 organizations from business, labor, faith communities, health care and nonprofits. They recognize that we need the resources to revitalize Rochester.

We are only asking for equity and the tools to enable us to produce results. I plan on providing clear and measurable goals with full accountability for any state aid increase directed to Rochester. We are not looking for a hand out, only the means to help ourselves. In this way we can focus on the fundamentals and produce results.

Mayor Robert J. Duffy



For more information contact
the Communications Bureau:
585-428-7135

Or visit www.cityofrochester.gov